

National Public Health Improvement Initiative (NPHII) Grantee Meeting

**Office for State, Tribal, Local and Territorial Support
Centers for Disease Control and Prevention**

**Emory Conference Center
Atlanta, Georgia**

March 30 – April 1, 2011

National Public Health Improvement Initiative (NPHII)
Strengthening Public Health Infrastructure for Improved Health Outcomes

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NPHII MEETING GOALS AND OUTCOMES

Meeting Goals

- Empower Performance Improvement staff by expanding and enhancing their technical knowledge and skills
- Facilitate and support the establishment and implementation of a sustainable Performance Improvement Managers Network
- Identify and discuss how best to support sustained Performance Improvement practices across public health jurisdictions

Meeting Outcomes

- Increased awareness and knowledge of Performance Improvement practices and tools
- Increased connections among Performance Improvement Managers, NPHII grantees, Capacity Building Assistance partners, and others who may serve as resources
- Increased knowledge and skills for applying performance management tools and practices to include CDC program and business processes and budget requirements

GENERAL INFORMATION

Registration

Registration will be held on Wednesday, March 30 from 12:00 pm – 1:00 pm in the Emory Foyer

Kiosk Room

There will be a kiosk room open and available for visitation in **Salon 4** during the meeting. The kiosk room will be open:

Wednesday, March 30: 1:00 pm – 5:30 pm
Thursday, March 31: 8:00 am – 6:00 pm

The kiosk room will feature the following tables:

A Virtual Match: The PIM Network and phConnect

- Overview of phConnect and PIM Network
- Assistance with phConnect site registration
- Assistance with membership to the PIM Network on phConnect

CDC Epidemiology and Laboratory Capacity for Infectious Diseases (ELC) and Emerging Infections Program (EIP) Cooperative Agreements

- ELC and EIP program staff to greet and inform attendees about our programs
- ELC and EIP general briefing materials (e.g., pamphlets/fact sheets)

Public Health Accreditation Board

- The latest information about the accreditation tools being prepared for the launch of the national voluntary accreditation program in the fall 2011
- Tips for success in preparing for accreditation
- Opportunities to engage in real-time question and answer sessions

OSTLTS Communications and NPHII

The following materials will be offered/promoted at the table:

- Take the NPHII Website Survey! Tell OSTLTS what YOU want to see on the NPHII website
- Learn more about current activities including:
 - OSTLTS Communication Products & Services
 - *Vitalsigns* Town Hall Teleconference
 - Weekly Did You Know?

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- OSTLTS Week In Brief
- Future products:
 - Toll-free Number
 - Interactive Partner Gateway
 - CDC Staff Directory
 - Public Health Connects Social Network

Capacity Building Assistance (CBA) Partner Room

There will be a partner room open for all grantees to meet with specific CBA Partners in **Salon 5** during the meeting. The partner room will be open:

Wednesday, March 30: 1:00 pm – 5:30 pm

Thursday, March 31: 8:00 am – 6:00 pm

Friday, April 1: 8:00 am - 12:00 pm

The CBA Partner room will feature the following tables:

American Public Health Association (APHA)

- Summary of the technical assistance we can provide
- Discussion of individual grantee needs
- Summary of existing public health law and policy resources
- Summary of current public health law and policy issues

Association of State and Territorial Health Officials (ASTHO) Performance Team

- Overview of ASTHO technical assistance and best practices resources with special emphasis on systems development, re-engineering, and health information technology
- Overview of general ASTHO services and products
- Individual grantee support, assistance, or referral
- Overview of CDC and partner association NPHII collaborative

National Association of County and City Health Officials (NACCHO) Public Health Infrastructure and Systems Team

- Overview of NACCHO technical assistance and best practices resources
- Overview of general NACCHO services and products
- Overview of new projects, services, and programs offered
- Information regarding how individual grantees can receive support, assistance, or referral from NACCHO

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National Network of Public Health Institutes (NNPHI) Evaluation Team

- Overview of the NPHII Evaluation Plan
- Overview of NNPHI's Evaluation Technical Assistance Offerings for Grantees
- Individual grantee support, assistance, or referral
- Overview of CDC and partner association NPHII collaborative
- Accreditation and Quality Improvement Resources from the Multi-State Learning Collaborative

Public Health Foundation (PHF) Performance Management and Quality Improvement Resources

The Public Health Foundation (PHF) offers resources and tools that strengthen the quality and performance of public health practice. PHF is dedicated to achieving healthy communities through research, training, and technical assistance. Materials offered at the PHF kiosk include:

- Publications and tools on performance management and quality improvement practices
- Guides to online and printed materials to assist state, tribal, local and territorial health departments with their performance management and quality improvement activities

These materials support performance management and quality improvement practices for the benefit of public health organizations and teams, and the communities they serve.

PHF staff will be available to discuss your performance management and quality improvement technical assistance, training, and coaching needs.

Hotel Emergency Evacuation Procedures

FIRE

The Emory Conference Center is equipped with an automatic fire alarm system and is connected to the DeKalb County Fire and Rescue and Emory Fire department. Upon receiving a fire alarm the alarm system identifies the alarm location and will activate immediately. Once the alarm sounds, the hotels emergency response team will respond. Loss Prevention Officers will respond to the alarm panel, which is located behind the front desk. The Loss Prevention Officer will notify the engineering response team members of the location of the fire alarm. Once the engineering response team confirms the alarm situation, Loss Prevention will make an announcement over the PA system to inform on the status of the alarm, i.e. false alarm/all clear and will silence the alarm.

Should the fire alarm sound, all guests should evacuate the building through the nearest emergency exits. The emergency response team will notify guests that it is safe to return to the building. Loss Prevention and the engineering response team will check all areas to ensure that the building alarm system is back to normal. The local fire department response time to the Emory Conference Center is within 3 to 5 minutes.

U.S. CRISIS

In the event of a U.S. crisis, the Emory Conference Center will notify all group contacts of the event and continue to provide updated information throughout the day. The Emory Conference Center will not evacuate unless there is a direct threat to our facility or we are informed to do so by the DeKalb County Homeland Security Office or the Emory Police Department. The Emory Police Department and the DeKalb County Homeland Security Office provide the Emory corridor with any information pertaining to possible threat actions that may affect our area.

NOTE

The Emory Conference Center Hotel is staffed 24 hours a day, seven days a week with in-house Loss Prevention Officers and Engineering Staff. The conference center local law enforcement agency that patrols the conference center area is the Emory University Police Department. They are assisted by the DeKalb County Sheriff Department.

Should you have any questions or concerns while at the Emory Conference Center Hotel, please contact Chuck Bigham, Director of Loss Prevention at 404/712-6081 or e-mail address: cbigham@ecch.emory.edu.

Transportation To and From Emory Conference Center Hotel

Please see the front desk or concierge station for information about taxi services or airport shuttles.

Restaurants Near Emory Conference Center Hotel

The Dining Room in the Emory Conference Center Hotel
1615 Clifton Road, Atlanta, GA 30329
(404) 712-6099

Chili's
2133 La Vista Road, Atlanta, GA 30329
(404) 325-8680

Edo Japanese
2945 North Druid Hills Road, Atlanta, GA 30329
(404) 728-0228

Le Giverny Bistro at the Emory Inn
1641 Clifton Road, Atlanta, GA 30329
(404) 325-7252

Longhorn Steakhouse
2892 North Druid Hills Road, Atlanta, GA 30329
(404) 636-3817

Mama Fu's
3027 North Druid Hills Road, Atlanta, GA 30329
(404) 844-6262

Outback
2145 La Vista Road, Atlanta, GA 30329
(404) 636-5110

Thaicoon & Sushi Bar
1799 Briarcliff Road, Atlanta, GA 30306
(404) 817-9805

Petite Auberge
2935 North Druid Hills Road, Atlanta, GA 30329
404-634-6268

Top Spice Thai
3007 North Druid Hills Road, Atlanta, GA 30329
(404) 728-0588

CORE COMPETENCIES FOR PERFORMANCE IMPROVEMENT MANAGERS

Below are core competences for Performance Improvement Managers. All meeting sessions have been linked to competencies.

- C1. Implement organizational and system-wide strategies for continuous quality improvement
- C2. Implement mechanisms to monitor and evaluate programs for their effectiveness and quality
- C3. Use evaluation results to improve performance
- C4. Integrate data and information to improve organizational processes and performance
- C5. Use cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making
- C6. Establish a performance management system
- C7. Integrate systems thinking into public health practice (e.g., cross-programmatic, cross-organizational approaches)
- C8. Ensure the measuring, reporting, and continuous improvement of organizational performance

(Obtained from Core Competencies for Public Health Professionals (adopted May 3, 2010) The Council on Linkages between Academia and Public Health Practice)

GENERAL SESSIONS

A Charge to Action: Improving the Performance of Health Departments

Speaker: Judith A. Monroe, MD, FAAFP, Director, Office for State, Tribal, Local and Territorial Support, Deputy Director, Centers for Disease Control and Prevention

Description:

Dr. Judy Monroe will welcome grantees, capacity building assistance partners, and CDC participants to the National Public Health Improvement Initiative Grantee Meeting, 2011.

She will provide a brief overview of CDC's Office for State, Tribal, Local and Territorial Support and its role in quality improvement and performance management. She will also discuss future direction of performance improvement efforts and its importance to the state, tribal, local and territorial public health community.

Competencies: C1, C2, C6, and C7

Evaluation of NPHII

Speakers: Mary Davis, DrPH, MSPH, Director, Evaluation Services, NCIPH, UNC Gillings School of Global Public Health; Nikki Lawhorn, MPP, Research Manager, Louisiana Public Health Institute; Timothy Van Wave, DPH, MPH, BS, Health Scientist, Office for State, Tribal, Local and Territorial Support, Centers for Disease Control and Prevention

Facilitator: Joseph Kimbrell, MA, MSW, CEO, Louisiana Public Health Institute and CEO & President, National Network of Public Health Institutes (NNPHI)

Description:

The National Network of Public Health Institutes (NNPHI) and the OSTLTS Evaluation Team will provide an overview of the evaluation plan and activities for NPHII, with a special focus on activities to be conducted through May 2012. The session will address the evaluation purpose, main indicators, and methods for the evaluation. An overview of the proposed data collection activities and data that will be leveraged from other sources will be provided. Speakers will clarify expectations for the grantees related to the evaluation activities (e.g., participation in baseline survey, submission of Interim Progress Reports, etc), discuss ways in which evaluation results may be used to improve NPHII, and share ideas for grantees to consider when developing their own evaluation activities. Time for Q/A and feedback on the evaluation will be included at the end of the session.

Competencies: C2 and C3

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Performance Improvement Journey

Speakers: René Ynestroza, MBA, MSMIS, Chief of Staff, Miami-Dade County Health Department; Dawn Allicock, MD, MPH, CPH, Director and Health Officer, Florida Department of Health/St. Johns County Health Department

Description:

Two County Health Departments under the Florida Department of Health share their experiences as they embarked on their quality journeys which earned them a Governor's Sterling Award. The Governor's Sterling Award and the Sterling Management Model are based on the National Malcolm Baldrige Criteria for Performance Excellence. In this session, the St. Johns County Health Department and the Miami-Dade County Health Department, share how they support an environment of continuous improvement, the steps they took to build a culture of performance excellence and the lessons learned along the way.

Competencies: C1, C7, and C8

Improving Performance in Chronic Disease Prevention

Speaker: Ursula Bauer, PhD, MPH, Director of the National Center for Chronic Disease Prevention and Health Promotion, Centers for Disease Control and Prevention

Description:

Chronic diseases – such as heart disease, stroke, cancer, and diabetes – are among the most common, costly, and preventable of all health problems. In her presentation, *Improving Performance in Chronic Disease Prevention*, Dr. Ursula Bauer will highlight the importance of collaboration in order to improve health and contain health care costs. The presentation will include a discussion of current efforts of the National Center for Chronic Disease Prevention and Health Promotion to greater coordinate chronic disease work, increase efficiencies and drive improvements in public health.

Competencies: C2, C5, and C7

Public Health Transformation

Speakers: Edward L. Hunter, MA, Director, Centers for Disease Control and Prevention Washington Office; Karen Remley, MD, MBA, FAAP, Principal Public Health Advisor to the Governor, Secretary of Health and Human Resources, the Virginia General Assembly and the Board of Health

Description:

Mr. Ed Hunter and Dr. Karen Remley will briefly address the context in which our work takes place, from the federal and state perspective respectively. This context includes broad health systems transformations; implementation of (and continued controversy surrounding) the Affordable Care Act at the national and state levels; fiscal constraints; and an evolving policy environment. They will focus on opportunities and challenges these factors present to public health agencies and our work in performance improvement.

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The session will be interactive, providing meeting participants with the opportunity to provide their own perspectives and to raise questions.

Competencies: C5 and C7

CORE SESSIONS (for Performance Improvement Managers)

Quality Improvement Methods and Tools

Speaker: John Moran, PhD, Senior Quality Advisor, Public Health Foundation

Facilitator: Ron Bialek, MPP, President, Public Health Foundation

Description:

This is an introductory session on quality improvement methods and tools.

This session will:

- Describe Quality Improvement (QI)
- Review the difference between Big QI and little qi
- Understand the use of the Plan-Do-Check-Act (PDCA) approach to quality improvement
- Describe the concept of Rapid Cycle PDCA
- Provide the basic quality improvement tools in a defined sequence
- Assist in identifying areas needing improvement
- Review of the 7 basic quality improvement tools with a focus on Flow Charting and Cause and Effect Diagrams
- Identify the “how’s” and “why’s” to “root causes” of problems
- Clarify how QI gets accomplished in Teams
- Explain the Top Ten Reasons QI fails and how to overcome them

Competencies: C2, C4, C5, C6, and C8

Lead: Public Health Foundation

Accreditation of Public Health Departments – Building Readiness and Driving Quality Improvement

Speakers: Kaye Bender, PhD, RN, FAAN, President and CEO, Public Health Accreditation Board; Liza Corso, MPA, Acting Branch Chief, Agency and Systems Improvement Branch, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support, Division of Public Health Performance Improvement; and Jessica Solomon Fisher, MCP, Program Manager, National Association of County and City Health Officials

Facilitator: Jim Pearsol, MEd, Chief Program Officer, Association of State and Territorial Health Officials

Description:

In the fall of 2011, a national accreditation program for health departments will be launched by the Public Health Accreditation Board. With support from CDC and the Robert Wood Johnson Foundation (RWJF) and intensive leadership from public health leaders, this landmark endeavor is intended to improve the quality and performance of public health. Learn more about the PHAB accreditation program and the three pre-

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requisites needed for application, as well as resources and technical assistance available to aid in accreditation readiness.

This session will:

- Provide information on the current status and upcoming launch of the national accreditation program
- Outline CDC and RWJF sponsorship of and support for voluntary accreditation and QI
- Describe examples of state, local and tribal participation in the PHAB beta test
- Highlight activities that can be taken to prepare for accreditation and available tools and resources, including support for the pre-requisites of health assessment, health improvement planning, and strategic planning
- Describe the importance of quality improvement in public health practice and as the foundation of the accreditation program

Competencies: C1, C2, C6, and C8

Lead: Association of State and Territorial Health Officials and National Association of County and City Health Officials

Systems Development and Redevelopment

Speakers: Joshua Czarda, JD, Performance Improvement Manager, Virginia Department of Health; Dawn Jacobsen, MD, MPH, Director, Performance Improvement, County of Los Angeles Department of Public Health; Joyce Marshall, MPH, BS, Director, Office of Performance Management, Oklahoma State Department of Health; Susan Ramsey, Director, Office of Performance and Accountability, Washington State Department of Health; and Wilma Wooten, MD, MPH, Public Health Officer, County of San Diego HHS and Public Health Services

Facilitator: Mary Davis, DrPH, MSPH, Director, Evaluation Services, NCIPH, UNC Gillings School of Global Public Health

Description:

Leadership engagement in creating an agency-wide performance improvement environment is instrumental to success. Strategies include creating a culture of quality improvement (QI), strategic planning and systemic evaluation.

This session will:

- Describe a case example of best practices in creating a culture of QI
- Describe comprehensive strategic planning
- Describe an approach to agency-wide performance management
- Highlight key features of evaluation in a performance management system

Competencies: C1, C2, C4, C5, C6, and C8

Lead: Association of State and Territorial Health Officials, National Association of County and City Health Officials, and National Network of Public Health Institutes

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Cross-jurisdictional Sharing and Regionalization Efforts

Speakers: Grace Gorenflo, MPH, RN, Director, Accreditation Preparation and Quality Improvement, NACCHO; and Geoff Wilkinson, MSW, Senior Policy Advisor, Office of the Commissioner, Massachusetts Department of Public Health

Facilitator: Theresa Daub, Public Health Advisor, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support

Description:

Creating cross-jurisdictional and regional public health collaborations is an emerging trend among public health agencies. Potential benefits include more efficient delivery of services, shared capacity and expanded access to expertise. Potential drawbacks include reduction of services.

This session will:

- Describe the results of a national study of cross-jurisdictional services
- Highlight case examples of cross-jurisdictional approaches
- Outline key considerations in creating cross-jurisdictional approaches

Competencies: C7 and C8

Lead: Association of State and Territorial Health Officials and National Association of County and City Health Officials

ELECTIVE SESSIONS

Health Information Technology

Speakers: Jeff Armitage, Epidemiology Surveillance Coordinator, Division of Public Health, Nebraska Department of Health and Human Services; Seth Foldy, MD, MPH, Director of the Public Health Informatics and Technology Program Office (PHITPO), Centers for Disease Control and Prevention; Steve Frederick, Manager, Health Data and Evaluation, Lincoln-Lancaster County Health Department

Facilitator: Valerie Rogers, MPH, Program Manager, Public Health Informatics, National Association of County and City Health Officials

Description:

With the introduction of Meaningful Use criteria, the distribution of state Health Information Exchange (HIE) grants via the Office of the National Coordinator of Health Information Technology (ONCHIT), and recent developments in BioSense, public health agencies are in a unique position to receive, and in some cases exchange, EHR-generated data with providers for laboratory reporting, immunizations and syndromic surveillance. Not only will these changes support core functions of public health departments, they will help document quality improvement and further achievement of national public health goals.

This session will:

- Describe next steps expected of public health agencies
- Highlight case examples of promising practices underway
- Describe existing resources and strategies public health agencies can use to support meaningful use of EHRs
- Provide strategies from public health agencies currently supporting bi-directional health information exchange with clinical and other public health systems
- Describe how to overcome barriers to the adoption of interoperable systems and standards
- Present tested tools and resources that public health agencies can use to increase participation in Health Information Exchanges and adoption of Electronic Health Records

Competencies: C4 and C7

Lead: Association of State and Territorial Health Officials and National Association of County and City Health Officials

Modular kaizen

Speaker: John Moran, PhD, Senior Quality Advisor, Public Health Foundation

Facilitator: Margaret Beaudry, MA, Director, Performance Management & Quality Improvement, Public Health Foundation

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Description:

Modular *kaizen* is a process to address the need for continuous improvement within Public Health's highly interruptive environment. All the components of an effective *kaizen* event are planned; however, the activities are scheduled in small chunks that fit the rapidly changing calendar of team members and subject matter experts. This approach is complimentary to both PDCA and DMAIC models of quality improvement.

The Modular *kaizen* approach minimizes disruption by making sure no "action" is executed until "check" has been done and data have been analyzed to identify the reality of the current situation. Modular *kaizen* is an approach that resists the urge to respond to a disruption with panic. Once the process is stabilized, a full PDCA cycle is undertaken to develop a plan and action steps to proactively minimize the recurrence of the disruption.

Participants in this session will be exposed to the Modular *kaizen* model of c-a-P-D and the tools most commonly utilized such as the Impact and Disruption Matrix, Force and Effect+ca diagram, the House of Modular *kaizen*, and SIPOC+CM diagram.

Competencies: C1, C3, C4, and C8

Lead: Public Health Foundation

Criteria for Performance Excellence: Baldrige, Sterling, & the State Alliance

Speaker: John Pieno, Captain, U. S. Navy Retired, Chairman, Florida Sterling Council

Description:

Mr. Pieno will discuss the elements of the best practices-based management model and how this framework can help you connect, optimize, and sustain your improvement efforts to drive successful outcomes for your organization. The Baldrige Criteria for Performance Excellence is used, in one form or another, in many states and in over 87 nations. Mr. Pieno will discuss the State Alliance, which states are most active, the tools they have to offer, and the Florida Sterling Council and its tools. No matter where you are on your journey, there are tools to assist you in moving to a higher level of performance and opportunities to learn from award recipients across the nation.

Competencies: C1, C7, and C8

Public Health Law and Policy

Speakers: Donald Benken, JD, MPH, Senior Public Health Advisor, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support, Public Health Law Program; Lindsay Culp, JD, MPH, Public Health Analyst, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support, Public Health Law Program; and Caroline Fichtenberg, PhD, MS, Director, Center for Public Health Policy, American Public Health Association

Facilitator: Donald Benken, JD, MPH, Senior Public Health Advisor, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support,

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Public Health Law Program; and Caroline Fichtenberg, PhD, MS, Director, Center for Public Health Policy, American Public Health Association

Description:

Law and policy can play a vital role in positive public health outcomes and reducing public health risks. For example, in the last 30 years, we have seen increases in childhood immunization rates and seat belt usage as well as declines in tobacco use resulting from policy and legal changes at the state and local level. As public health programs and science identify best and promising practices, law and policy makers are in position to identify strategies that can result in long-term positive public health improvements. OSTLTS grantees have unique access to several CDC and Robert Wood Johnson Foundation funded resources to provide technical assistance on a range of public health issues. The session will provide an overview of public health law and fully describe the resources available to OSTLTS grantees at no cost.

Competencies: C5 and C7

Co-Leads: American Public Health Association and Centers for Disease Control and Prevention

Workforce Development

Speakers: Ron Bialek, MPP, President, Public Health Foundation; Denise Koo, MD, MPH, CAPT, USPHS Director, Scientific Education and Professional Development Program Office, Centers for Disease Control and Prevention; and Kate Wright, EdD, MPH, Associate Professor, Saint Louis University School of Public Health

Facilitator: Lynn Gibbs Scharf, MPH, Knowledge Management Branch Chief, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support

The public health workforce is the backbone of public health practice. The current recession has led to state and local budget cuts that have reduced the nation's public health workforce by 37,000 since 2008, yet the demands for more and better workforce performance are growing.

This session will highlight:

- Tools to help health departments develop competencies within their workforce
- Tools and resources for tracking public health competencies in the workplace
- Tools for documenting public health workforce competencies for accreditation
- New trends in workforce development

Competencies: C1, C2, C5, C6, and C7

Lead: Association of State and Territorial Health Officials, National Association of County and City Health Officials, and Public Health Foundation

SPEAKER BIOGRAPHIES

Dawn Allicock, MD, MPH, CPH, Director and Health Officer, Florida Department of Health/St. Johns County Health Department

Dr. Allicock has been the Director and Health Officer with the St. Johns County Health Department since 2004 and has a passion for public health. She has a varied and diverse medical, education and public health background that forms her focused vision for public health. Dr. Allicock's education includes a BA from Dartmouth College in New Hampshire, an MD from the Eugenio Maria de Hostos University School of Medicine in the Dominican Republic, and an MPH from the University of South Florida, College of Public Health Executive Program.

After working as a private practitioner in Texas, Dr. Allicock answered a calling to work in Public Health. Her public health positions have included medical director of a not-for-profit pediatric clinic funded by the Texas Healthcare Network, pediatrician for the St. Lucie and Okeechobee County Health Departments, Medical Director/Senior Physician, and Laboratory Director of St. Lucie County Health Department. Currently, she has taken on the challenge of leading the public health efforts in St. Johns County, Florida as the Director of the St. Johns County Health Department. In addition to the United States, Dr. Allicock has resided in Guyana, South America and the Dominican Republic. Her observations and experiences of healthcare in these diverse cultural systems have infused her with an understanding of the necessity of a strong public health presence in all communities. She was quick to realize that in a changing world, the traditional management and organization of public health agencies would not produce optimal results. Dr. Allicock pro-actively implemented the Sterling Management Model at her Agency, resulting in evidenced-based results, increased accountability, efficiency and improved public health outcomes. She led her Agency to achieve recognition as a 2009 recipient of the Florida Governor's Sterling Award for Performance Excellence. By embracing the Sterling performance based management model, Dr. Allicock sees the way to building a sustainable public health infrastructure, supporting core public health needs of her community.

Jeff Armitage, Epidemiology Surveillance Coordinator, Division of Public Health, Nebraska Department of Health and Human Services

Mr. Armitage has worked for the Nebraska Department of Health and Human Services (NDHHS) for 10 years in the areas of epidemiology and health surveillance, working for six years in cardiovascular disease prevention and four years in substance abuse prevention. Mr. Armitage began working as the epidemiology surveillance coordinator under the Nebraska Public Health Infrastructure Grant in January 2011. In this position, he is responsible for providing technical assistance to 21 local health departments in Nebraska on data collection, analysis, and reporting as well as program planning and evaluation. In addition, he is working to better coordinate and expand the collection and distribution of local health department level data within the NDHHS; oversee the Nebraska Student Health and Risk Prevention (SHARP) Surveillance System, which includes the administration of three school-based student health surveys; and monitor Public Health Infrastructure Grant projects including syndromic surveillance and the formation of a new joint data center between the Nebraska Department of Health and Human Services and the College of Public Health at the University of Nebraska Medical Center.

Ursula Bauer, PhD, MPH, Director, National Center for Chronic Disease Prevention and Health Promotion, Centers for Disease Control and Prevention

Dr. Bauer has over fifteen years of professional experience in public health with expertise in public health program development, implementation, and management, and chronic disease epidemiology and surveillance. She is skilled in strategic thinking, planning and management, staff management and supervision, policy development and advocacy, community engagement, public speaking, and professional writing.

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Margaret Beaudry, MA, Director, Performance Management & Quality Improvement, Public Health Foundation

Ms. Beaudry has 24 years experience in health care and public health research, strategic communications, and change leadership. She has worked in government, not-for-profit, corporate, and academic settings and is a subject matter expert in 360-degree feedback, substance abuse, psychopathology, nursing management, psychometrics, and survey methodology. She built and led the measurement services unit of the Advisory Board Company's hospital and health system leadership academies, serving more than 20,000 hospital executives and managers. Before joining the Public Health Foundation, Ms. Beaudry was Director of Strategic Workforce Management for Ripple Effect Communications, where she led research communications and change management led initiatives at the National Institutes of Health (NIH). Her career has also included health research initiatives at the Johns Hopkins Bloomberg School of Public Health, Drug Strategies, the Massachusetts General Hospital, and the Institute for Law, Psychiatry & Public Policy. Ms. Beaudry has authored numerous peer-reviewed articles and public education reports, state and national studies of drug abuse trends, public policies, and best practices in prevention and treatment. She has presented workshops on evaluating public health prevention programs, and adopting cutting-edge practices in public agencies and private industry.

Kaye Bender, PhD, RN, FAAN, President and CEO, Public Health Accreditation Board

Dr. Bender is the President and CEO of the Public Health Accreditation Board, a position she has held part-time since January 2009 and full-time since June 2009. Dr. Bender has over 26 years experience in public health, working at both the state and local levels within the Mississippi Department of Health. Her last position there was as Deputy State Health Officer. Dr. Bender also served for 6 years as Dean of the School of Nursing and Associate Vice Chancellor for Nursing at the University of Mississippi Medical Center in Jackson, MS. She also chaired the Exploring Accreditation Project, funded by CDC and the Robert Wood Johnson Foundation. This study was the precursor to the establishment of the Public Health Accreditation Board. Dr. Bender also served on the Institute of Medicine study committees for "The Future of the Public's Health in the 21st Century" and "Who Will Keep the Public Healthy", as well as a subcommittee for the study of pre-hospital emergency care in the U.S. She currently serves as Chair of the APHA Education Board and as past chair of the Public Health Leadership Society. Dr. Bender has numerous publications regarding governmental public health organizational capacity, performance improvement, and public health nursing.

Donald Benken, JD, MPH, Senior Public Health Advisor, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support, Public Health Law Program

Mr. Benken is a Senior Public Health Advisor with the Centers for Disease Control and Prevention (CDC) Public Health Law Program (PHLP) and currently serves as the Acting Director for the program. He is a public health professional and his degrees include a Juris Doctorate and Masters in Public Health. He joined the PHLP in 2007 and brings programmatic experience in the areas of preparedness, environmental health, and chronic disease prevention and health promotion. Mr. Benken served as the lead for the Public Health Law Summit on Obesity and has published on legal issues related to obesity prevention and control. Prior to joining the PHLP he served as the Deputy Director to the Office of Terrorism Preparedness and Emergency Response in the National Center for Environmental Health (NCEH). In his role, he served as NCEH Incident Commander for Hurricane Dennis and NCEH Operations Chief for Hurricanes Katrina, Rita and Wilma. He has a breadth of experience working closely with regional and national partners, and his current role will have him focusing on legal issues that improve public health outcomes and reduce population risks.

Ron Bialek, MPP, President, Public Health Foundation

Mr. Bialek, MPP, CQIA is President and CEO of the Public Health Foundation (PHF). Under his leadership over the past 14 years, PHF has focused its efforts on developing and implementing innovative strategies for improving performance of public health agencies and systems. Initiatives include developing performance management and quality improvement tools and training for public health professionals; developing the consensus set of Core Competencies for Public Health Professionals

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through the Council on Linkages Between Academia and Public Health Practice; creating the Nation's most comprehensive public health learning management system – TRAIN – linking together 23 states, the U.S. Medical Reserve Corps, and the Centers for Disease Control and Prevention's Division of Global Migration and Quarantine; and developing consumer-oriented county health profiles – the Community Health Status Indicators initiative – for all counties in the U.S. Mr. Bialek recently served as one of the editors for the new *Public Health Quality Improvement Handbook*.

Liza Corso, MPA, Acting Branch Chief, Agency and Systems Improvement Branch, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support, Division of Public Health Performance Improvement

Ms. Corso serves as the Acting Branch Chief for the Agency and Systems Improvement Branch within OSTLS. She provides leadership for numerous program areas focused on state, tribal, local and territorial agency and system improvement tools and initiatives, addressing areas such as agency accreditation, the National Public Health Performance Standards, quality improvement, and state and community health improvement planning. Ms. Corso has worked for the Centers for Disease Control and Prevention since June 2002. Previously she served as Team Lead for activities related to the National Public Health Performance Standards Program, CDC's support for the advancement of state and local agency accreditation, and activities related to quality improvement and accreditation readiness in the field. During 2004-05, Liza also served as a member of the CDC Futures Initiative Governmental Public Health Infrastructure Work Group, which explored opportunities for building the public health infrastructure in the areas of workforce, accreditation, and preparedness. Before joining CDC, Liza worked for the National Association of County and City Health Officials (NACCHO), where she served as Program Manager for the development and initial implementation of the Mobilizing for Action through Planning and Partnerships (MAPP) process, NACCHO's role in the development of the NPHSP, APEXPH and other projects related to strengthening public health infrastructure. Before joining NACCHO in 1994, Liza worked at several other national and local organizations, including the National Public Health and Hospitals Institute and the Syracuse Housing Authority.

Lindsay Culp, JD, MPH, Public Health Analyst, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support, Public Health Law Program

Ms. Culp has been at CDC since September 2001, serving first as an ASPH intern in the Division of Reproductive Health in NCCDPHP. She then worked several years on the Developmental Disabilities Team at NCBDDD, first researching the etiology of cerebral palsy as an ASPH fellow, and then coordinating the Centers for Autism and Developmental Disabilities Research and Epidemiology (CADDRE) project. She joined the Public Health Law Program in 2009 and serves as the editor of the CDC Public Health Law News, in addition to working on several legal research projects within OID.

Joshua Czarda, JD, Performance Improvement Manager, Virginia Department of Health

Mr. Czarda is the Performance Improvement Manager for the Virginia Department of Health. He is also principal founder and owner of Ravenchase Adventures, L.L.C., an innovative company specializing in teambuilding, urban gaming, and fundraising. Mr. Czarda is responsible for business administration, development, budgeting, strategic planning, contractor supervision, system design, public relations, and marketing. He also served as the Director of Operations for Mid-Atlantic Evercare, United Health Group where he was responsible for providing oversight and development of all operations for Evercare in Maryland, Pennsylvania, Delaware, Washington D.C. and Virginia. He was responsible for financial management and analysis of operations with combined revenue of \$83 million, development and analyses of clinical dashboards, process analyses, mapping and quality improvement processes in collaboration with local, regional national IT and clinical teams, management of quality improvement, quality of care, utilization, pharmaceutical and was a member of the Provider Advisory Committee along with all processes associated with HEDIS and NCQA and also was responsible for investigation and resolution of all Quality of Care issues.

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Teresa Daub, Public Health Advisor, Center for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support

Ms. Daub worked in public health for over fifteen years in local, state, and non-profit settings in South Carolina, Maryland and Georgia before arriving at CDC in 2005. At CDC, she works as a Public Health Advisor with the Office for State, Tribal, Local and Territorial Support. Prior to joining CDC, Teresa was the Planning and Partnership Development Coordinator for the DeKalb County (Georgia) Board of Health, with responsibility for convening and facilitating Mobilizing for Action through Planning and Partnerships (MAPP). It was through the MAPP process that DeKalb's implementation of the Local National Public Health Performance Standards Program (NPHPSP) assessment occurred and Healthy DeKalb - a community health improvement coalition focused on addressing health disparities and obesity - was born. Because of her belief that our best work in public health is done collaboratively, Teresa has coordinated many community-based initiatives throughout her career, including an award-winning peer education program at Clemson University and a partnership forum for substance abuse prevention in Howard County, Maryland.

Mary Davis, DrPH, MSPH, Director, Evaluation Services, NCIPH, UNC Gillings School of Global Public Health

Dr. Davis is Director of Evaluation Services at the North Carolina Institute for Public Health (NCIPH) and Adjunct Faculty in the Department of Health Behavior and Health Education, both of which are part of the University of North Carolina Gillings School of Global Public Health. Since 2001, Evaluation Services has provided program planning and evaluation services to more than 40 programs at NCIPH, the School of Public Health, and national efforts. Dr. Davis conducts public health systems and services research using participatory approaches; specialty areas are accreditation, quality improvement, and public health partnerships.

Caroline Fichtenberg, PhD, MS, Director, Center for Public Health Policy, American Public Health Association

Dr. Fichtenberg is the Director of the Center for Public Health Policy at the American Public Health Association (APHA) and an Associate in the Department of Epidemiology at Johns Hopkins Bloomberg School of Public Health. As Director of the Policy Center she leads a team that analyzes and translates public health policy issues to help inform public health practitioners and influence public health policy at all levels of government. Current areas of focus for the Center include health reform, health in all policies, climate change and healthy places. Prior to joining APHA in January 2011, she served as Health Policy Advisor for Senator Harkin and the Senate Health, Education, Labor and Pensions Committee, where she analyzed and developed legislation on sodium in processed foods, health in all policies, healthy eating, active living, and tobacco, and helped monitor the implementation of the prevention elements of the Affordable Care Act. Prior to working on the hill, Dr. Fichtenberg served for two and a half years as the Director of the Office of Epidemiology and Planning for the Baltimore City Health Department and as Assistant Scientist in the Department of Epidemiology at the Johns Hopkins Bloomberg School of Public Health. She has worked and published on a wide range of public health issues including health disparities, sexually transmitted infections, tobacco control, chronic diseases, youth violence, built environment, and health impact assessment.

Jessica Solomon Fisher, MCP, Program Manager, National Association of County and City Health Officials

Ms. Solomon Fisher joined the National Association of County and City Health Officials (NACCHO) staff in January 2003 and serves as Program Manager II for the Accreditation Preparation & Quality Improvement efforts. Her work includes managing several projects through grants from the Robert Wood Johnson Foundation and a cooperative agreement with the Centers for Disease Control and Prevention. Ms. Fisher has also retained various positions at NACCHO, including Senior Analyst and Program Associate for a number of projects including the Operational Definition of a Functional Local Health Department, Community Design Partnership Project and several projects related to environmental health. Ms. Fisher received a Master of Community Planning with a specialization in Planning Policy from the

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University of Maryland School of Architecture, Planning, and Preservation. She also holds a Bachelor of Science in Geography from Ohio University, with a major in Urban/Regional Planning.

Seth Foldy, MD, MPH, Director of the Public Health Informatics and Technology Program Office (PHITPO), Centers for Disease Control and Prevention

Dr. Foldy is the Director of the Public Health Informatics and Technology Program Office at CDC. Dr. Foldy has chaired health informatics committees for the national associations of both local and state health officials, and has served on the boards of the eHealth Initiative, National eHealth Collaborative and the State Alliance for eHealth. He helped form the Joint Public Health Informatics Taskforce, linking several associations to accelerate and harmonize electronic information system development. In medical practice Dr. Foldy developed patient screening and clinical support tools for occupational, environmental and community health. At the City of Milwaukee, he explored public health uses of Regional Emergency Medicine Internets, culminating in a rapidly-deployed four-state system for detecting possible cases of SARS (the Severe Acute Respiratory Syndrome). Dr. Foldy was co-founder and chief medical officer of the Wisconsin Health Information Exchange, which now links 44 hospitals across Wisconsin and helped track in real-time the impact of influenza H1N1. He helped clinicians at Emory University and the CDC develop tools to help assess individuals' need for medical attention during the influenza H1N1 pandemic. He helped author state health information technology plans in Arizona, Michigan and Wisconsin and co-chaired the WIRED for Health board that recently completed Wisconsin's state-level health information exchange plan.

Dr. Foldy holds degrees from Stanford University (BA Human Biology), Case Western Reserve University (MD) and the Medical College of Wisconsin (MPH), is board-certified in Family Medicine and Preventive Medicine, and holds academic appointments at several Wisconsin schools. He was a family physician at the Great Brook Valley Health Center (Worcester MA) from 1985-87; clinic medical director and residency faculty at MetroHealth Medical Center (Cleveland OH) from 1987-96; medical director and then Commissioner of Health for the City of Milwaukee Health Department from 1996-2004; informatics and international public health consultant, professor, and medical director of Health Care for the Homeless of Milwaukee from 2004-2009, and became State Health Officer and Administrator of the Division of Public Health for Wisconsin's Department of Health Services in January 2009. He was awarded the Milton & Ruth Roemer Prize for Creative Local Public Health Work (Amer. Public Health Association) in 2002 and the Award for Excellence in Information Technology, (Nat. Assoc. County and City Health Officials) in 1999.

Stephen Frederick, Manager, Health Data and Evaluation, Lincoln-Lancaster County Health Department

Mr. Frederick is currently the Manager of the Division of Health Data and Evaluation at the Lincoln-Lancaster County Health Department in Lincoln, Nebraska. The division includes Epidemiology, GIS, the communicable disease program as well as public health emergency preparation and planning. Disease surveillance and health data and analysis are major functions of the division. Prior to joining the Lincoln-Lancaster County Health Department in 2004, Mr. Frederick was employed at the Nebraska Department of Health and Human Services for 24 years in various positions including health planning and health data management.

Grace Gorenflo, MPH, RN, Director, Accreditation Preparation and Quality Improvement, NACCHO

For the past 20 years, Ms. Gorenflo has served at NACCHO in a variety of capacities, including deputy director and program manager for a number of topics, including primary care, injury prevention, maternal and child health, and managed care. She has served as interim COO of the Public Health Accreditation Board, and directed the establishment of NACCHO's Operational Definition of Local Health Departments and regionalization pilot work. Grace is currently overseeing all accreditation preparation and quality improvement initiatives at NACCHO. Prior to joining NACCHO, Grace worked as a registered nurse in acute care.

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Lynn Gibbs Scharf, MPH, Knowledge Management Branch Chief, Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support

Ms. Gibbs Scharf serves as chief of the Knowledge Management Branch. She is responsible for the Public Health Associate Program (PHAP), workforce development activities for CDC field staff and State and local partners, and the identification, dissemination and adoption of best practices. Prior to her current role, Gibbs Scharf was the director of the Division of Alliance Management and Consultation in CDC's National Center for Public Health Informatics. In this role, she facilitated the center's partnership activities and led efforts to improve public health's capacity to implement interoperable information systems through the Public Health Information Network (PHIN). Her role included defining public health requirements for data exchange; technical assistance to state, territorial, and local public health agencies; and communication and outreach activities. Gibbs Scharf also served as the deputy director for the Division of State and Local Readiness in CDC's Coordinating Office of Terrorism Preparedness and Emergency Response (COTPER), and as acting branch chief for the Evaluation and Outcome Monitoring Branch. Her duties included oversight of the distribution and effective use of approximately \$900,000,000 in funding to state, territorial, and local public health agencies for upgrading their ability to respond to public health threats and emergencies. In addition, she was responsible for developing a comprehensive evaluation program for state and local preparedness to respond to bioterrorism, infectious disease outbreaks, and other public health threats and emergencies. Prior to joining the COTPER, in 2003, Ms. Gibbs Scharf was the acting deputy branch chief in the Public Health Practice Program Office where she worked on a variety of assessment and evaluation activities including being a primary author of the Public Health Preparedness and Response Capacity Inventories.

Ms. Gibbs Scharf began her career at CDC as a prevention specialist in the Public Health Prevention Service where she worked on a variety of projects for the National Center for Environmental Health, the Public Health Practice Program Office, and the Prince William Health District, Virginia, that included the following duties:

- Development of a statistical model for estimating the burden of lead poisoning in children that was used to determine cooperative agreement funding levels.
- Technical assistance on state surveillance activities.
- Field testing of the first chapter of the Guide to Community Preventive Services.
- Management of a local Turning Point community collaboration.

Prior to joining CDC, Gibbs Scharf was an epidemiologist in the Louisiana Office of Public Health, Injury Research and Prevention Section, where she conducted brain and spinal cord injury surveillance, evaluated injury prevention programs, and conducted and published research studies.

Ms. Gibbs Scharf has a BS in biology and chemistry (cum laude) from the University of Alabama, Huntsville, and a MPH in epidemiology (magna cum laude) from the University of Alabama, Birmingham.

Edward Hunter, MA, Director, Centers for Disease Control and Prevention Washington Office

Mr. Hunter was appointed Director of the CDC Washington Office in March 2011, after serving as Acting Director since 2009 and Deputy Director of the office since 2003. CDC Washington serves as a bridge between CDC and the Washington policy community including the Congress, the Administration, and Washington-based health partners. Mr. Hunter began his career at CDC's National Center for Health Statistics, most recently serving as the senior policy and planning official for NCHS. He received a Bachelor of Arts in Economics from the University of Maryland, and a Master of Arts in Science, Technology, and Public Policy (emphasis in health policy and economics) from George Washington University, along with formal training in epidemiology and public health.

Dawn Jacobson, MD, MPH, Director, Performance Improvement, County of Los Angeles Department of Public Health

Dr. Jacobson is a preventive medicine specialist and Director of Performance Improvement for the County of Los Angeles, Department of Public Health. She currently leads the department's quality improvement and evaluation efforts and is an adjunct research associate in health policy at the RAND Corporation in

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Santa Monica, CA. Public health areas of interest include cancer prevention, comprehensive anti-tobacco programming, and community interventions to support active lifestyles. Prior to taking these positions, Dr. Jacobson was a Senior Clinical Advisor for the U.S. Department of Health and Human Services where she worked on the Healthy People 2010 initiative and supported special projects for the U.S. Surgeon General and the Assistant Secretary for Health. Dr. Jacobson graduated from the University of Iowa, College of Medicine with highest honors and completed her medical residency training at the University of California-San Diego Medical Center. She received her Master of Public Health degree from San Diego State University with an emphasis in Management and Public Policy (first in class). Professional memberships include the American College of Preventive Medicine, Academy Health, the Association for Prevention Teaching and Research, the American Public Health Association, and Alpha Omega Alpha.

Joseph Kimbrell, MA, MSW, CEO of Louisiana Public Health Institute and CEO & President National Network of Public Health Institutes

Mr. Kimbrell is a career public health leader who currently serves as the CEO of the Louisiana Public Health Institute (LPHI), an independent non-profit public health organization dedicated to improving health and quality of life in Louisiana. Mr. Kimbrell also serves as the CEO and President of the National network of Public Health Institute (NNPHI), which is dedicated to enhancing the capacity of the national public health system by providing a network for 35 non-governmental public health organizations and providing an administrative and coordinating support for national public health program. Under Mr. Kimbrell's leadership, LPHI has become a key public health stakeholder in post-Katrina Louisiana, partnering with State and Federal government agencies, Universities, state and national foundations and a variety of local partners in implementing population health initiatives. In addition to serving leadership roles in the development and growth of LPHI and NNPHI, Mr. Kimbrell has actively advocated for the sustainability of the public health leadership development system. He was a graduate of the 1993-94 National Public Health Leadership Institute (NPHLI) class. Following the completion of NPHLI, he worked with his colleagues at Tulane University School of Public Health and Tropical Medicine and the states of Mississippi, Arkansas, and Alabama to establish the South Central Public Health Leadership Institute. He became an active member of the Public Health Leadership Society (PHLS), serving on the PHLS Governing Council from 1998-2001. He currently serves as the PHLS Executive Director, a leadership role that he has played since 2001 when NNPHI became the administrative home of the PHLS program. Under his leadership, PHLS continues its commitment to supporting and development and diversity of leaders within public health by linking leaders, serving as a catalyst to promoting equitable policies and addressing national issues of significance, and serving as a strong advocate of leadership development systems. He also serves on the advisory boards of the Survive and Thrive program and the State Health Leadership Initiative. Prior to his career dedication to establishing the public health institute model, Joe served as the Deputy of the Louisiana Office of Public Health. During his 20+years of service in the governmental public health sector, Joe has had the opportunity to work with colleagues from across the country regarding a variety of public health issues including, but not limited to: leadership and workforce development, school health, and performance standards. During this time, he was a member of the ASTHO Management Committee from 1992-2000. He also served as its chair from 1992-1995 during which he helped establish the ASTHO Senior Deputies Annual Meeting. Additionally, he chaired the ASTHO School Health Work Group. Joe has a Bachelor of Arts in History and Philosophy and a Masters in History from the Notre Dame Seminary, and a Masters in Social Work from Tulane University.

Denise Koo, MD, MPH, CAPT, USPHS, Director, Scientific Education and Professional Development Program Office, Centers for Disease Control and Prevention

Dr. Koo is the Acting Director of the Office of Workforce and Career Development (OWCD). In this position she leads the CDC program responsible for improving health outcomes by ensuring a competent and sustainable workforce through excellence and innovation in workforce and career development. Dr. Koo is also serving as Director, Career Development Division, Office of Workforce and Career Development (OWCD), Centers for Disease Control and Prevention (CDC). This division houses several key CDC training and workforce development programs with a total of nearly 400 trainees each year,

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including the Epidemic Intelligence Service, an Accreditation Council for Graduate Medical Education (ACGME)-accredited preventive medicine residency; the Public Health Prevention Service; Public Health Informatics fellowship; Prevention Effectiveness fellowship; electives for medical and veterinary students; The CDC Experience fellowship in applied epidemiology for medical students; and is the CDC lead for the Emerging Leader, Presidential Management Fellows Programs, as well as a new pilot Senior Executive Service fellowship. Dr. Koo graduated from Harvard University in 1984 with a BA in biochemical sciences. After combining medical school at the University of California, San Francisco, with an MPH in epidemiology at University of California, Berkeley, she completed a primary care internal medicine residency at the Brigham and Women's Hospital in Boston. She then entered CDC's Epidemic Intelligence Service (EIS) and was assigned to the California Department of Health Services from 1991-1993. Subsequent to EIS, Dr. Koo served as a preventive medicine resident in CDC's Foodborne and Diarrheal Diseases Branch. She then took a job as chief of the CDC branch responsible for operation of the National Notifiable Diseases Surveillance System, in the Division of Public Health Surveillance and Informatics, in 1994. Dr. Koo became director of this same division, in the Epidemiology Program Office (EPO), three years later, in 1997. In 2001, Dr. Koo became the EPO Associate Director for Science. In this position the CDC Director also tasked her with responsibility for CDC implementation of the Health Insurance Portability and Accountability Act Privacy Rule. Dr. Koo became Director, Division of Applied Public Health Training at CDC in November 2002, re-organized 2 years later as the Career Development Division. Dr. Koo obtained board certification in internal medicine and preventive medicine.

Nikki Lawhorn, MPP, Research Manager, Louisiana Public Health Institute

Ms. Lawhorn has a Master's degree in public policy from University Chicago and is a doctoral candidate in biostatistics at Tulane School of Public Health and Tropical Medicine. Currently she is the Research Manager for the Research and Evaluation Division at the Louisiana Public Health Institute (LPHI). As Research Manager she works with the National Network of Public Health Institutes (NNPHI) on evaluation of the CDC's National Public Health Improvement Initiative and serves as the lead evaluation researcher for the Louisiana Campaign for Tobacco Free Living. Additionally, Ms. Lawhorn is Project Director for the Robert Wood Johnson Foundation's Public Health Services and Systems Research (PHSSR) Administrative Service Organization which awards grants for Foundation initiated research in public health services and systems. Ms. Lawhorn has over ten years of experience in conducting applied research in public health; her focus areas include program evaluation, PHSSR, and tobacco control. Ms. Lawhorn has collaborated with colleagues across the country on research projects that have resulted in publications in peer reviewed journals and presentations in oral and poster format at national meetings. She has experience conducting research in a wide range of settings with various study designs that include both quantitative and qualitative data collection and analysis. Additionally, she has worked with colleagues to apply innovative analysis techniques that translate study findings into useable strategies for practitioners.

Joyce Marshall, MPH, BS, Director, Office of Performance Management, Oklahoma State Department of Health

Ms. Marshall is the Director of the Office of Performance Management at the Oklahoma State Department of Health. In this role, she is responsible for overseeing the development and direction of agency wide performance management, strategic planning, and accreditation readiness activities for the Department. Prior to this appointment, she served as the Special Assistant to the Deputy Commissioner of Family Health Services at the Oklahoma State Department of Health. Ms. Marshall received her Masters of Public Health in Health Administration and Policy from the University of Oklahoma Health Sciences Center, College of Public Health. Additionally, she is a National Public Health Leadership Institute Scholar.

Gene Matthews, JD, Director, Southeastern Region, Public Health Law Network, North Carolina Institute for Public Health

Mr. Matthews serves as the Director of the newly-established Southeastern Regional Center of the Public Health Law Network, one of five regional centers funded by the Robert Wood Johnson Foundation. This program provides legal technical assistance, training, and outreach activities in order to connect and

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serve individuals and organizations committed to applying the law to improve public health. In addition, Mr. Matthews is a Senior Fellow at the North Carolina Institute for Public Health, the service and outreach arm of the University of North Carolina Gillings School of Global Public Health. Mr. Matthews has recently led an innovative national public/private partnership initiative, funded by the Alfred P. Sloan Foundation to successfully develop common legal preparedness agendas regarding liability laws during emergencies. He conducts legal research and provides technical assistance to public health practitioners on many legal topics. He also teaches courses on leadership in health law and ethics for the UNC Doctoral Program in Health Leadership.

Prior to taking these positions, Mr. Matthews served as the chief legal advisor to the CDC in Atlanta from 1979 to 2004, directing a legal staff that grew to 30 persons. During that 25-year span, he handled a wide range of precedent-setting public health law issues and litigated key public health lawsuits and civil discovery cases. While at CDC he provided leadership in the development of CDC's Public Health Law Program and helped guide the current public health law movement to reach out to the legal community and public health practitioners. Mr. Matthews is widely published and is frequently called upon to lecture on cutting-edge legal issues facing public health, such as emergency preparedness, federalism, and future trends in public health leadership. In June 2004, Mr. Matthews received the Distinguished Career Award of the Public Health Law Association "...in recognition of a career devoted to using law to improve the public's health." Mr. Matthews is a graduate of the University of North Carolina School of Law and is a member of the North Carolina Bar.

Judith A. Monroe, MD, FAAFP, Director, Office for State, Tribal, Local, and Territorial Support, Deputy Director, Centers for Disease Control and Prevention

Dr. Monroe is the Director of the Office for State, Tribal, Local, and Territorial Support at CDC. Prior to this role, Dr. Monroe served as the Indiana State Health Commissioner since 2005. She has held several national public health leadership positions and is immediate past president of the Association of State and Territorial Health Officials and serves as vice chair on the Board of Directors for the Public Health Accreditation Board. Dr. Monroe is also a member of the Indiana Health Information Exchange Board of Directors. Under Monroe's leadership as Indiana State Health Commissioner, Indiana improved its obesity ranking from most obese in 2003 to 28th in 2009 (obesity decreased by 14.7 percent in youth and 3 percent in adults); cigarette consumption decreased nearly 25 percent, smoking among high school students dropped 21 percent and among middle school students dropped 46 percent. Dr. Monroe focused on preparedness, medical errors and quality improvement, in addition to health promotion and prevention, during her tenure as health commissioner. She partnered with Purdue University and led the design and implementation of the Indiana Public Health System Quality Improvement Project to strengthen local public health capacity, infrastructure, and public health system performance. Dr. Monroe received her undergraduate degree from Eastern Kentucky University and medical degree from the University of Maryland. She completed her residency in family medicine at the University of Cincinnati. Following her residency, she fulfilled a four-year National Health Service Corps commitment by practicing in rural Tennessee and then joined the faculty in the Department of Family Medicine at Indiana University. Prior to being named the Indiana State Health Commissioner, she directed the Family Medicine Residency Program and Primary Care Center at St. Vincent Hospital in Indianapolis. She has received multiple awards for her teaching, clinical and leadership skills. Most recently, she was named a 2009 Woman of Influence by the Indianapolis Business Journal and received the 2009 Merit Award by the Indiana Hospital Association for her leadership as health commissioner.

John Moran, PhD, Senior Quality Advisor, Public Health Foundation

Dr. Moran is a Senior Quality Advisor to the Public Health Foundation (PHF) and a Senior Fellow at the University of Minnesota, School of Public Health in the Division of Health Policy and Management. He brings to PHF over 30 years of quality improvement expertise in developing quality improvement tools and training programs, implementing and evaluating quality improvement programs, and writing articles and books on quality improvement methods. Dr. Moran is a retired Senior Vice-President of Information Systems, Administrative and Diagnostic Services at New England Baptist Hospital. He was previously Chief Operating Officer of Changing Healthcare, Inc., specializing in management consulting and

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educational support to Health Care Organizations. For 21 years, Dr. Moran was employed at Polaroid Corporation where he worked in various senior management capacities in Manufacturing, Engineering, and Quality. His last position was as the Director of Worldwide Quality and Systems. Dr. Moran has authored numerous articles, case studies, and textbooks in Public Health, Health Care, Quality Function Deployment, and Process Redesign. For 20 years Dr. Moran was an Adjunct Professor in the Graduate and Under Graduate School of Engineering at the University of Massachusetts at Lowell. Dr. Moran has been active in the American Society of Quality (ASQ) as a Fellow of the society and serving as Division Chair, Vice-Chair of Technology, and Publications Chair of the Quality Management Division, Chair of the ASQ Certification Committee, Past Exam Chair of the Certified Quality Manager's Exam, and a member of the Standing Review Board of Quality Press. Dr. Moran is an ASQ Certified Quality Manager (CQM) and a Certified Quality Improvement Associate (CQIA). He is a Certified Management Consultant (CMC) by the Institute of Management Consultants. He is also a past member of the Editorial Advisory Board of the Total Quality Review Journal. In addition Dr. Moran is a 1993 - 2001 RIT/USA Today Quality Cup Judge in Healthcare and a member of the Malcolm Baldrige Board of Examiners. He was a founder and past member of the Board of Directors of the Massachusetts Quality Award.

Jim Pearsol, MEd, Chief Program Officer, Association of State and Territorial Health Officials

After thirty years of public health service in both governmental and academic settings, Mr. Pearsol is in his fifth year as Chief Program Officer for ASTHO's accreditation, performance and quality improvement, survey research, evaluation, leadership, workforce, and health informatics portfolio of projects. ASTHO is the national nonprofit association representing state and territorial health officials. As a member of the ASTHO executive team, Mr. Pearsol plays an active role in supporting health policy and public health programs affecting state health agencies. Mr. Pearsol is the principal investigator (PI) or co-PI of a number of national projects funded by CDC, the Robert Wood Johnson Foundation and the de Beaumont Foundation. He has published numerous articles and technical reports on public health issues and has played a key planning role in the development of the national Public Health Accreditation Board. Prior to joining ASTHO, Mr. Pearsol was Assistant Director of the Ohio Department of Health. He led development of Ohio's local health agency performance standards and served as agency liaison to local health departments. He was the senior agency executive responsible for: state health policy, workforce programs, information technology, and audit programs, Ohio's health data center and vital statistics program, and he led the state health agency's strategic planning and performance management efforts. He was the Executive Director of Ohio's Public Health Leadership Institute from 1998-2004 and was a scholar in the National Public Health Leadership Institute class of 2000. Nationally, Mr. Pearsol served as chair of ASTHO's affiliate association of local health liaison officers from 2002-2004, served on the Standards Development Workgroup of the RWJF Exploring Accreditation project in 2006, and served on the workgroup to redesign version 2 of CDC's National Public Health Performance Standards Program state assessment tool in 2007. In Ohio, Mr. Pearsol served as agency lead on a number of projects, including: 1) Ohio's inter-cabinet pandemic flu coordinating council, 2) the Appalachian Ohio Healthy Living Task Force, 3) the Legislative Committee on funding for Children with Special Health Care needs, and 4) steering committee chair of Ohio's Health Information Security and Privacy contract to improve health information exchanges statewide. Earlier in his career while at The Ohio State University College of Medicine and Public Health, Mr. Pearsol was the center director for the HRSA-funded, regional HIV/AIDS multi-state training center for health professionals (serving OH, MI, KY and TN) located in the Department of Family Medicine and served as an administrator and instructor in the Colleges of Medicine and Education. Mr. Pearsol has an undergraduate degree in liberal arts from Wittenberg University and a Masters degree from Kent State University.

John Pieno, Captain, U. S. Navy Retired, Chairman, Florida Sterling Council

Mr. Pieno was appointed by Governor Lawton Chiles to lead the State Department of Administration in 1991, then responsible for the pay, benefits, and administrative procedures for the 140,000-person state work force. As a management professional and agency head, his responsibility was to modernize state government's management system to private sector standards in the areas of leadership, strategic planning, customer focus, information and analysis, human resources, and process management. This led to the creation of the Florida Quality Initiative and this evolved into the Florida Sterling Council, of

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which Mr. Pieno is the current Chairman. The Florida Sterling Council is a not-for-profit public/private partnership promoting organizational performance excellence in all types and sizes of organizations throughout the state of Florida. The Florida Sterling Council administers the Governor's Sterling Award, a statewide quality award based on the Malcolm Baldrige National Quality Award. The Governor's Sterling Award has become the national standard for recognizing and promoting adherence to organizational performance excellence principles in the manufacturing, service, public, health care, and education sectors. His experience in performance excellence includes implementation and assessment of processes in many organizations in the private, government, education, and health care sectors. He has extensive experience as a master trainer and conducts training on the Baldrige/Sterling Criteria, the Balanced Scorecard, and Organizational-Specific Assessment Training. In addition, Mr. Pieno meets regularly with leadership teams from all sectors to promote and encourage performance excellence. Mr. Pieno received his BA in Management from Southeast Louisiana University and is a retired Naval Captain.

Susan Ramsey, Director, Office of Performance and Accountability, Washington State Department of Health

Ms. Ramsey is an employee of long standing in the state of Washington who has numerous trainings in performance management and quality improvement. She serves as the accreditation coordinator for the Washington Department of Health.

Karen Remley, MD, MBA, FAAP, Commissioner, Virginia Department of Public Health

Dr. Remley was appointed Virginia's Health Commissioner in January, 2008. She is the principal public health advisor to the Governor, Secretary of Health and Human Resources, the Virginia General Assembly and the Board of Health. Dr. Remley supervises an agency with an annual budget of over \$500 million. The Virginia Department of Health's mission is to promote and protect the health of all Virginians. It fulfills this mission through the delivery of public health services by 3,700 employees and 119 health departments that are organized into 35 health districts throughout the Commonwealth. The department has 41 separate service areas, including communicable disease investigation and control, immunization, chronic disease prevention and oral health, drinking water, environmental health, emergency preparedness and response, and emergency medical services. Dr. Remley's responsibilities also encompass the Office of the Chief Medical Examiner, the licensure and inspection of nursing homes and hospitals, the administration of vital records and the review and approval of applications by health care providers to expand facilities and services in Virginia communities. Among Dr. Remley's priorities are her statewide initiative to reduce Virginia's infant mortality rate, the activities of her working group to reduce childhood and adult obesity, and increased collaboration between the clinical community and public health.

Valerie Rogers, MPH, Program Manager, Public Health Informatics, National Association of County and City Health Officials

Ms. Rogers joined the National Association of County and City Health Officials (NACCHO) in 2002 and currently serves as Program Manager for the Public Health Informatics on NACCHO's Public Health Infrastructure and Systems Team. Ms. Rogers leads several projects that support the integration of health information systems and health information exchange (HIE) across governmental public health entities, the clinical care sector, and public health program areas to improve population health and meet core public health functions and goals. Prior to serving as Program Manager, Valerie also retained the positions of Senior Analyst and Program Associate for various projects including the community environmental health assessment initiative and the land use planning/community design partnership project.

Timothy Van Wave, DrPH, MPH, BS, Health Scientist, Office for State, Tribal, Local and Territorial Support, Centers for Disease Control and Prevention

Dr. Van Wave serves as the point of contact for science related issues in the Office for State, Tribal, Local and Territorial Support (OSTLTS), oversees clearance, IRB reviews, and other science functions. He also advises on and performs professional and scientific work to support and advance the OSTLTS mission;

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provides collaboration and representation within and outside CDC with private organizations; professional societies; academia; other federal, state, and local government agencies to accelerate the exploration and application of advanced scientific technologies in public health practice, performance measurement, and public health systems research to OSTLTS objectives. Previously, Dr. Van Wave served as the Associate Director for Science in the Office of the Chief of Public Health Practice. Before coming to CDC, he was an Associate Professor with the University Of Minnesota School Of Medicine, Duluth, where he served for 5 years as research director for the Whiteside Institute for Clinical Research, research director for the Minnesota Rural Health School, as well as the course director for the medical school's Epidemiology and Biometrics program. Dr. Van Wave's experience in public health also includes 10 years as a Public Health Administrator with the Delaware State Health Department, 13 years of experience in local public health agencies in Minnesota and Tennessee, and as the Public Health Officer (LTC) for the 148th Fighter Wing, MNARNG. Dr. Van Wave received his BS degree, Cum Laude, at the College of St. Scholastica and his MPH degree from the University Of Minnesota School Of Public Health. He received his DrPH from the University Of Texas School Of Public Health and completed a National Cancer Institute Post-Doctoral Fellowship with the University Of Texas School Of Public Health.

Geoff Wilkinson, MSW, Senior Policy Advisor, Office of the Commissioner, Massachusetts Department of Public Health

Mr. Wilkinson is senior policy advisor to the commissioner of the Massachusetts Department of Public Health and serves as a member of the department's senior management team. He also teaches health politics and policy for the Boston University School of Public Health. Before joining state government in October, 2007, Wilkinson served as executive director of the Massachusetts affiliate of the American Public Health Association, where he led legislative advocacy for the state public health budget and directed campaigns on obesity prevention, environmental health, and workforce development. From 1992-2001, he served as executive director of the Massachusetts Senior Action Council, where he led community organizing on elder health and housing issues and played a key role in creating Prescription Advantage, the nation's first state-subsidized insurance program to help seniors afford prescription medicines. Wilkinson worked as a community organizer in Boston public housing in the 1980s and in emergency shelter and counseling services for adolescents in the 1970s. He is a graduate of the Boston University School of Social Work, where he has also taught and supervised MSW candidates since the 1990s. His position at the Massachusetts Department of Public Health entails frequent public speaking at conferences and meetings, including roles as keynote, moderator, panelist, and trainer. He has edited or co-authored numerous reports, publications, and professional presentations on subjects including public health infrastructure, workforce development, community-based organizing and advocacy, and community health.

Kate Wright, EdD, MPH, Associate Professor, Saint Louis University School of Public Health

Dr. Wright is Associate Professor in the Department of Health Management and Policy at the Saint Louis University School of Public Health. She is PI/Director of the Heartland Center for Public Health Preparedness, the Heartland Public Health Training Center, the Heartland Center for Public Health and Community Leadership, the Heartland Center for Program Evaluation and Research and the Heartland Learning Management System. Dr. Wright's long involvement in academic public health practice and public health leadership and workforce development includes serving as Director of the National Public Health Leadership Development Network (NLN), the Missouri Public Health Leadership Institute, the KMOLI Regional Leadership Institute, the National Public Health Education Leadership Institute, and the National Environmental Public Health Leadership Institute.

Wilma Wooten, MD, MPH, Public Health Officer, County of San Diego HHS and Public Health Services

Dr. Wooten is board-certified in Family Medicine and trained in preventive medicine and public health. From 1990 to 2001, she practiced medicine as a faculty member of the University of California, San

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Diego (UCSD), Department of Family and Preventive Medicine. She transitioned to the County of San Diego Health and Human Services Agency in 2001, where she has served as the Public Health Officer since February 2007. In this position, she has oversight for approximately 500 employees with a budget of approximately \$100M serving a county of 3.1 million residents. She is an Adjunct Professor at San Diego State University (SDSU) Graduate School of Public Health (GSPH) and a UCSD Volunteer Associate Clinical Professor in the Department of Family and Preventive Medicine. Dr. Wooten obtained her undergraduate degree from Spelman College; Masters of Public Health and Doctor of Medicine degrees from the University of North Carolina, Chapel Hill; family medicine residency training from the Georgetown/Providence Hospital Family Medicine Program; and preventive medicine residency training from the SDSU/GSPH. Dr. Wooten is on the executive committee for the California Conference of County and City Local Health Officers (CCLHO), and is a Board member for the National Association of County and City Health Officials (NACCHO).

René Ynestroza, MBA, MSMIS, Chief of Staff, Miami-Dade County Health Department

Mr. Ynestroza has been the Miami-Dade County Health Department since 1998 where he started as a Contracts Manager for the Tobacco Settlement Funds. Over the years, Mr. Ynestroza has grown with the organization holding key positions such as Director of Information Technology and most recently as Chief of Staff. Among his responsibilities as Chief of Staff, he makes sure the services provided meet the strategic priorities and goals of the agency and also coordinates performance standards and business reviews. Besides working in this capacity, he also oversees several units of the agency including Volunteer Health Services, Information Technology, Marketing and Human Resources. He recently was tasked with being the Accreditation Coordinator for the Miami-Dade County health Department as it participated as a beta site for Public Health Accreditation. Mr. Ynestroza holds a Masters in Business Administration from Florida International University (FIU) as well as a Masters in Management of Information Systems, also from FIU. For his undergraduate degree he attended the University of Kansas but finished his studies at Florida International University when he moved to Miami in 1994. Prior to his employment with the Miami-Dade County Health Department, Mr. Ynestroza's experience included coordinating Special Events and fundraising efforts for a national non-profit organization.